The Future of the Firm as a Selective Process

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MBA6710-Entrepreneurial Organizations & Small Business : SU01

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Jan. 10, 2025

People care most for the song

That is newest from the singer's lips

-Plato

Designing a corporate culture is a concept that crafts a potential future. It must evolve from the existing condition of the company. Modifying the existing climate with entrepreneurial individuals requires an initial screening process that codifies long term profitability focused on a flexible organizational process. The company must be able to thrive in a variety of economic conditions. A parsimonious assembly of collective altruism by human components pivots on the egoistic nature of a company's tolerance for change. The rigid system of rules that can pollinate innovation has to connect to society organically. Sustainable product deployment must be depicted as a range of relationships that overlap knowledge, skills, and expertise between managers, employees, and customers. Competitive advantages are gained through intrinsic motivation and creative thinking. By screening employees for creative talent, the organizational culture can evolve by the employee's self-confidence, independence, and willingness to take risks. Hence, the rigidity of rules that cultivate entrepreneurship will transform into flexible and supportive interpersonal relationships. The theory of a designed corporate culture is simply a filtering agenda for new employees as a selection process for the future. The result of the design will be a group of professionals that naturally innovates and creates almost unconsciously.

To begin with, the company would like to retain twenty-five new employees for the purpose of designing new products. These new recruits should be selected for their creative capacities, enthusiasm, entrepreneurship, and willingness to affiliate their professional evolution to the products they will create for the company. Five categories will be used to evaluate the candidates screened from the public arena. These five dimensions are:

- Knowledge, skills, and expertise
- Drive, motivation, and perseverance (intrinsic motivation)
- Creative thinking
- Self-confidence, independence, and willingness to take risks
- Willingness to be flexible and seek support as required

Then, after screening the individuals by these metrics, recommendations will be made for the various departments for hiring and for ongoing career development. As a human

resource specialist, this should produce the most probable avenue for the success of the company by securing a competitive advantage.

It is apparent that a designed corporate culture should be as innovative as the entrepreneurial designers the company is seeking. Labor must be found from the social condition which is recovering from trauma caused by scientific managerialism, capitalist and socialist warfare, and diversification. Language barriers are obstructions to real interpersonal exchange between companies and societies. So, skills, expertise, and knowledge vary in context to globalization of labor. This company seeks to redefine procurement of labor as associating individuals with corporate evolution. Companies parallel the social conditions of a society, which has abandoned customers and employees in static social immaturity, toward a hunger for dynamic civilized maturity. Through employment and affiliation with progressive entrepreneurial management, the designed corporate culture previously mentioned is manifested. This corporate utopia is cultivated from the belief that accidental discovery of labor only appears as pre-destiny disguised by traditional screening. Charles Fourier (1808/1971) wrote:

> No attempt will be made, as is the case in existing education methods, to create precocious little servants, intellectual primary school beginners, initiated from their sixth year in scientific subtilities ; the endeavor will by preference be to secure mechanical precocity ; capability in bodily industry, which, far from retarding the growth of the mind accelerates it.

The precocity of modern labor, in the design of corporate culture, must assume that society has produced *potential* corporate citizens that already have skills and expertise which will pollinate knowledge during their careers.

The next step is to identify characteristics of innovative people which are less visible to management than just skills, expertise, and knowledge. These attributes, which socializing mechanisms have already instilled, are hidden qualities of motivation which begin the cocooning process of self-affirmation as a second stage of career development. Hence, the demand for creative thinkers requires companies to expediate their selection of employees with their own innate ability to see a future through the vision of the existing condition of its corporate culture. The corruption of drive, motivation, and

perseverance is as possible as its utilization for the growth of the ego of the company and its stakeholders. Certainly, emotional intelligence is the criteria to select creative individuals for this reason. Otherwise, these savants will fly away to display the colors of their wings to other organizations for profit. “We are unable, for example, to suppress many of our emotions ; we cannot change a bad mood into a good one, and we cannot command our dreams to come or go” (Jung,1933, p. 182). A fundamental principle of a designed corporate culture is the proper identification of the variance of moods created from changing social conditions. Only by this can endurance, self-confidence, flexibility, and willingness to take risks be achieved. Otherwise, the external environment will corrupt the internal one. “To put it briefly, those in charge must cling to education and see that it isn’t corrupted without their noticing it, guarding it against everything. Above all, they must guard as carefully as they can against any innovation in music and poetry or in physical training that is counter to the established order” (Plato, ca. 380/1992, p. 99). The ancient Greek societies attributed these innovators as a drive to appease gods; and certainly, the modern manager of innovation would be considered offensive with this view of themselves. Yet, the mere existence of previously existing entrepreneurial organizations makes the accidental discovery of talent somewhat mystic by nature. This companies’ version of a corporate utopia is simply to make the invisible hand of god visible as the management of entrepreneurs by design and selection.

According to Duckworth (2013), talent is not a bad thing, and we are not all equally talented. To face the challenges of this organization, the need for creative energy must be procured with this entrepreneurial endeavor. “Entrepreneurship is developing something new with value by dedicating the required time, commitment, and perseverance, undertaking the associated risks and rewards with the objective of achieving prosperity and wealth” (Hisrich & Kearney, 2013, p. 6). The rewards for measurable adversity to risk should be allocated with a performance based advancement within divisions. Looking at Figure 1, an entrepreneurial gradient will differentiate advancement by achieving a particular status in the divisions. These are:

- Status 1 - *eikasia* (displayed imagination)
- Status 2 - *pistis* (displayed beliefs)

- Status 3 – *dianoia* (displayed thought)
- Status 4 - *noesis* (displayed understanding)

This metacognitive progress is the goal of the acquisition of individuals with creative energy needed for the long-term future. A designed hierarchy through divisions should then create a flow through internal and external factors to "adjust to a continuously complex, uncertain, and dynamic environment[s]" (Hisrich & Kearney, 2013, p. 11). Technically, the management of skill-flow is the fertilizer of creative thinkers' endurance, freedom, and self-sufficiency. "The idea of years of challenge-exceeding-skill practice leading to movements of challenge-meeting-skill flow explains why elite performance can look so effortless: in a sense, it is" (Duckworth, 2013, p. 133). Therefore, the status criteria allow divisions to match evolution of performance from imagination to understanding (elite performance) within the intra-company society.

Theoretically, the central limit theorem can be used to find employees which relate to both internal and external factors of society. A normal distribution of passion, desire, and motivational qualities exists from the visible skill-set of applicants to the enigmatic upper tail where the elite entrepreneur resides. It is impossible to know when this species of employee will emerge from its immature form to the *noesis* status. "No fixed law seems to determine the length of time during which any single species or any single genus endures" (Dawin, 1958/1858, p. 317). Our selection process is a rudimentary attempt to establish guidelines for profiting from the professional extinction of a person's own social immaturity. "Without waiting for oppression to reach this point, experience demonstrated to us that free competition has its end, its visible result, the encroachment upon mediocre fortunes by civilized matadors" (Fourier, 1808/1971, p. 101)

In conclusion, I recommend that the company test a pool of applicants for emotional intelligence (EQ) and Grit. The EQ test will show the ability to understand and manage emotions and connections with others and the Grit test will outline perseverance for dynamic situations. Looking at Figure 2, a simulation of twenty-five applicants scores for self-awareness, other awareness, emotional control, empathy, and wellbeing is displayed. Figures 3 & 4 show another simulation of a Grit test. From the results in Table 1, the divisions should screen the applicants and select only the ones whose score

is over the 60th percentile. Then, the employees will be monitored and achieve the status ratings with the linear equation to study the correlation of EQ and Grit. "Talented people are the most important source of competitive advantage for every organization—particularly those in high-technology industries that compete on creativity and innovation. Having the right people and skills necessitate investing in individuals, providing proper training and development, and creating a continuous learning organization. (Hisrich & Kearney, 2013, p. 88). Hence, the skill set should evolve into an entrepreneurial environment, which is focused on creation, discovery, evaluation.

Table 1

Employee	EI	Grit	EI^2	Grit*EI	Grit^2
1	74.4	4.5	5535.36	334.8	20.25
2	74.6	4.9	5565.16	365.54	24.01
3	70.6	3.8	4984.36	268.28	14.44
4	87.6	4	7673.76	350.4	16
5	76	4.8	5776	364.8	23.04
6	67.2	4.6	4515.84	309.12	21.16
7	82.6	3.9	6822.76	322.14	15.21
8	79.2	4.4	6272.64	348.48	19.36
9	74.6	4.2	5565.16	313.32	17.64
10	78	4.2	6084	327.6	17.64
11	78.4	4	6146.56	313.6	16
12	77.8	4.4	6052.84	342.32	19.36
13	65.2	4.4	4251.04	286.88	19.36
14	85.4	4.1	7293.16	350.14	16.81
15	82.6	4.4	6822.76	363.44	19.36
16	65.2	4	4251.04	260.8	16
17	65.6	4.4	4303.36	288.64	19.36
18	72.4	4.9	5241.76	354.76	24.01
19	75	4.1	5625	307.5	16.81
20	70	4.8	4900	336	23.04
21	73	4.7	5329	343.1	22.09
22	66.2	4.6	4382.44	304.52	21.16
23	69.4	4.7	4816.36	326.18	22.09
24	76.4	4.1	5836.96	313.24	16.81
25	79	4.9	6241	387.1	24.01
Totals	1866.4	109.8	140288.3	8182.7	485.02

α0	5.533315
α1	-0.01529
β0	-4.14815
β1	-5.2292

Figure 1

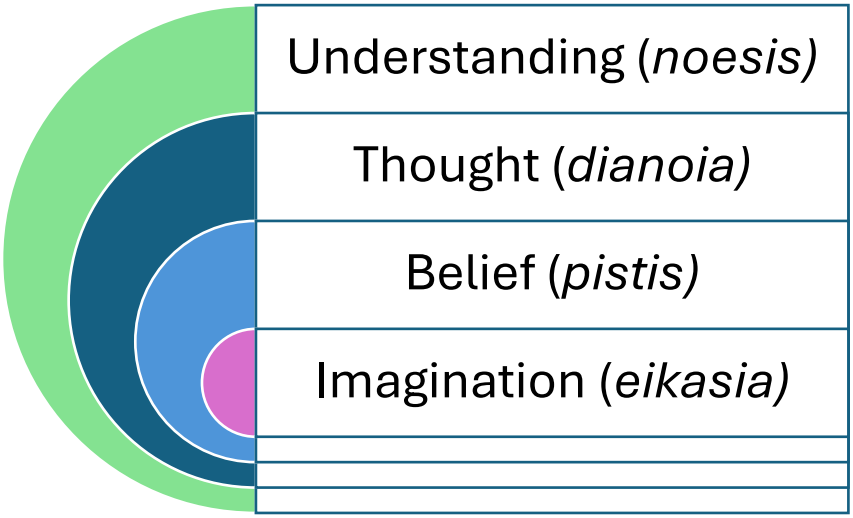


Figure 2

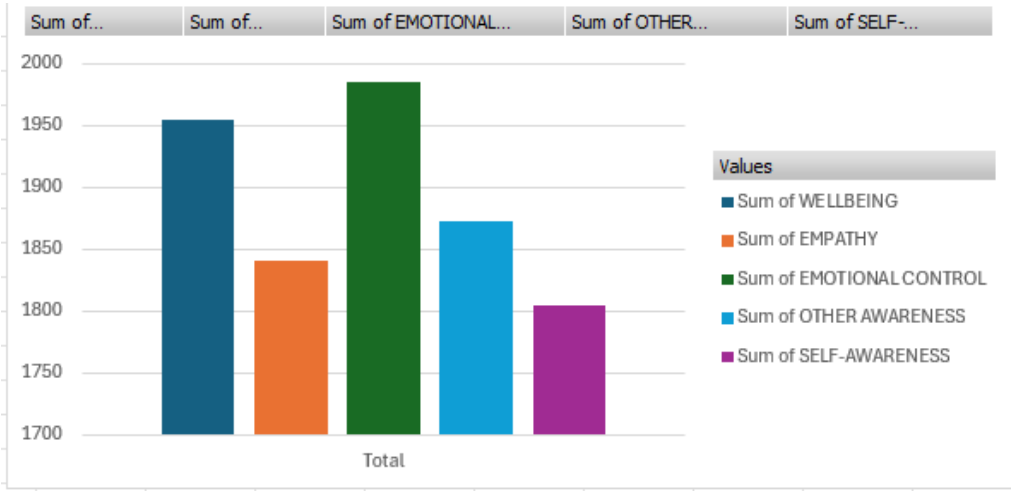


Figure 3

	Not at all like me	Not much like me	Somewhat like me	Mostly like me	Very much like me		Percent	Grit Score
1. New ideas and projects sometimes distract me from previous ones.	5	4	3	2	1		0.1	2.5
2. Setbacks don't discourage me. I don't give up easily.	1	2	3	4	5		0.2	3
3. I Often set a goal but later choose to pursue a different on.	5	4	3	2	1		0.3	3.3
4. I am a hard worker.	1	2	3	4	5		0.4	3.5
5. I have difficulty maintaining my focus on projects that take more than a few months to complete.	5	4	3	2	1		0.5	3.8
6. I finish whatever I begin.	1	2	3	4	5		0.6	3.9
7. My interests change from year to year.	5	4	3	2	1		0.7	4.1
8. I am diligent. I never give up.	1	2	3	4	5		0.8	4.3
9. I have been obsessed with a certain idea or project for a short time but later lost interest.	5	4	3	2	1		0.9	4.5
10. I have overcome setbacks to conquer an important challenge.	1	2	3	4	5		0.95	4.7
Totals	15	4	3	12	10	4.4	0.99	4.9

Figure 4

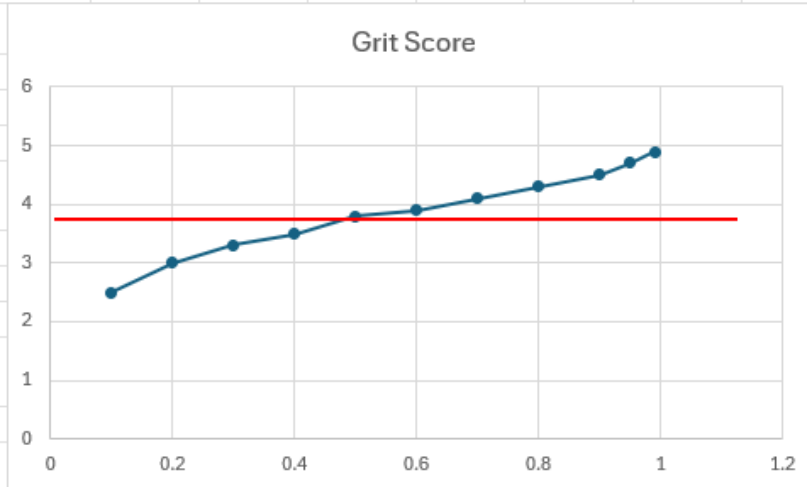
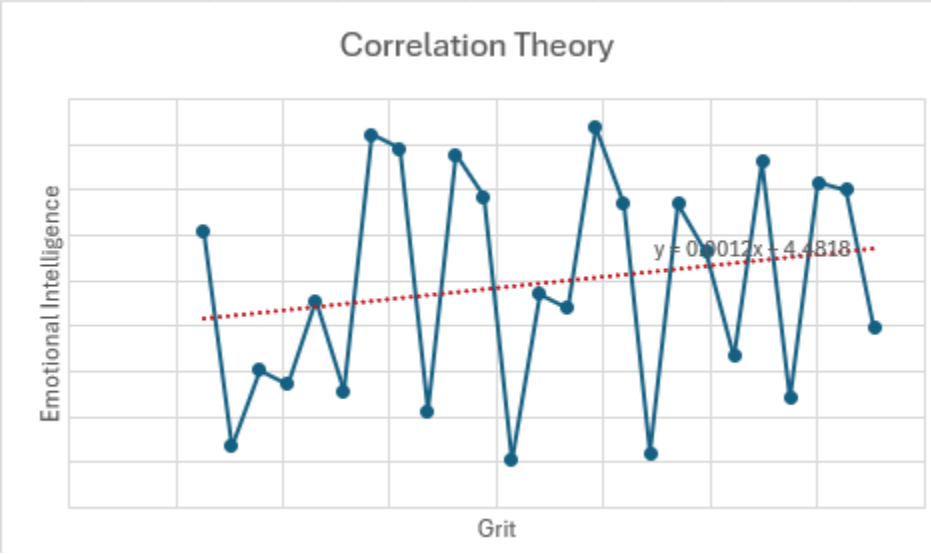


Figure 5



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